Swim Lanes—Change the Future

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The True Power of Genius

If I always appear prepared, it is because before entering on an undertaking, I have meditated long and have foreseen what may occur. It is not genius which reveals to me suddenly and secretly what I should do in circumstances unexpected by others; it is thought and preparation.

Napoleon Bonaparte

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Objective

Identify the resources, steps, and coordination activities required to launch an invasion force on a specific date and secure victory.

Considerations

- Reason for Mission
- Strength of Opponent
  - Military, Political, Civilian Infrastructure, Communication, etc.
- Required Strength for Success
  - Military, Communication, Political, etc.

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Planning Meeting Inputs

- Update the enemy
  - Identify strengths and weaknesses
  - Develop overall strategy

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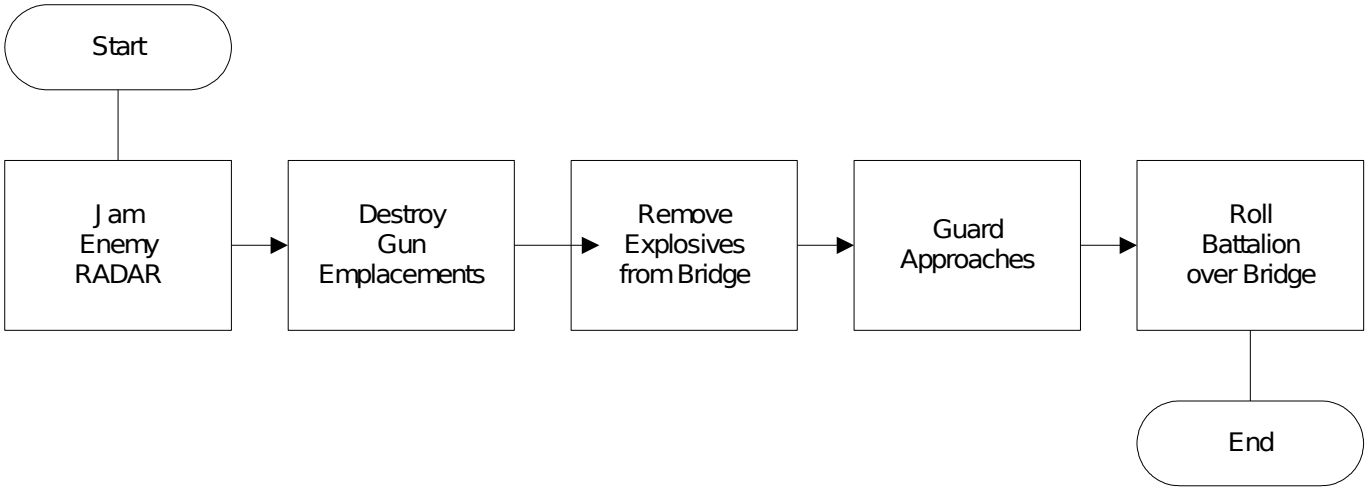
Planning Meeting Outputs

- Resources Identified
- Battle Plan Developed
- Assignments Made



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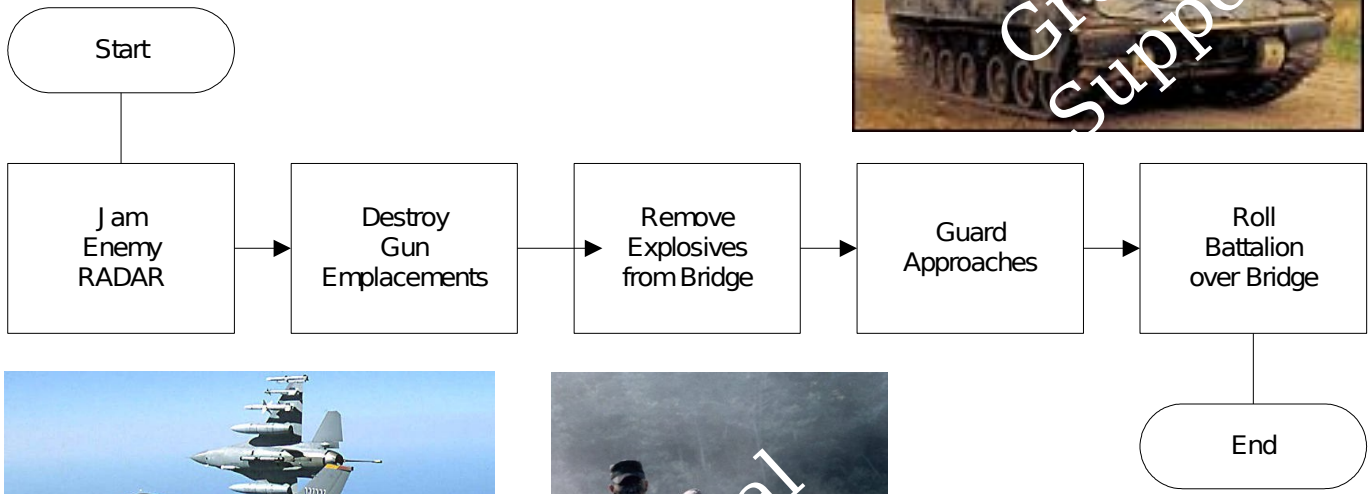
Identify Force Components



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Execute the Plan

Imagine individual, disconnected, and uncoordinated calls made to different force components instructing them to attack the specific positions and take specific actions.

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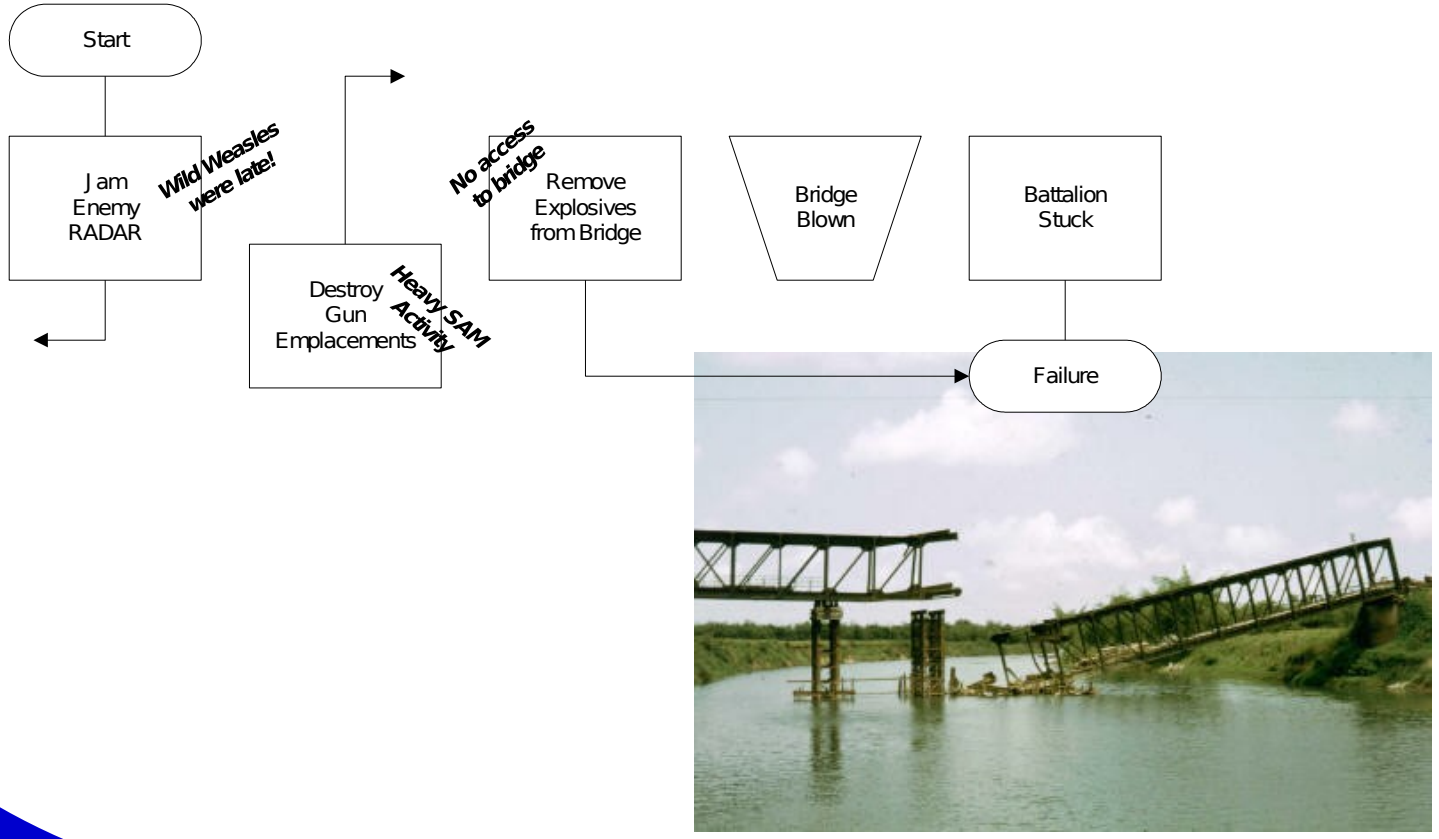
Result: Chaos & Failure



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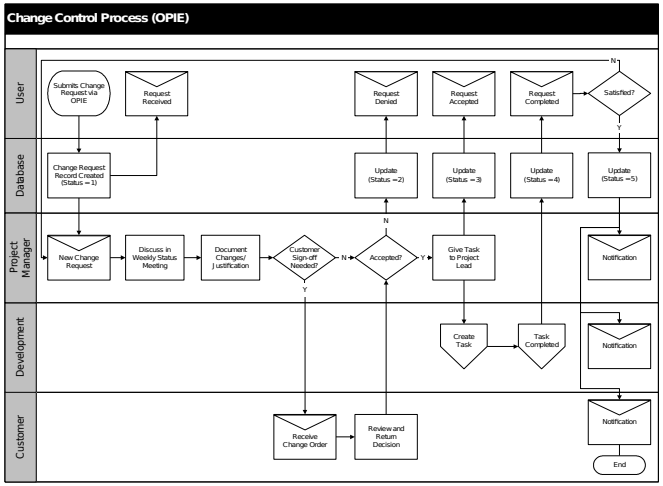
What is a Swimlane Chart?

Developed initially by industrial engineers to define a successful manufacturing processes.

- Identifies all players
- Identifies all steps—including Quality Control
- Identifies all dependencies



A swimlane chart is designed to eliminate all potential points of failure.

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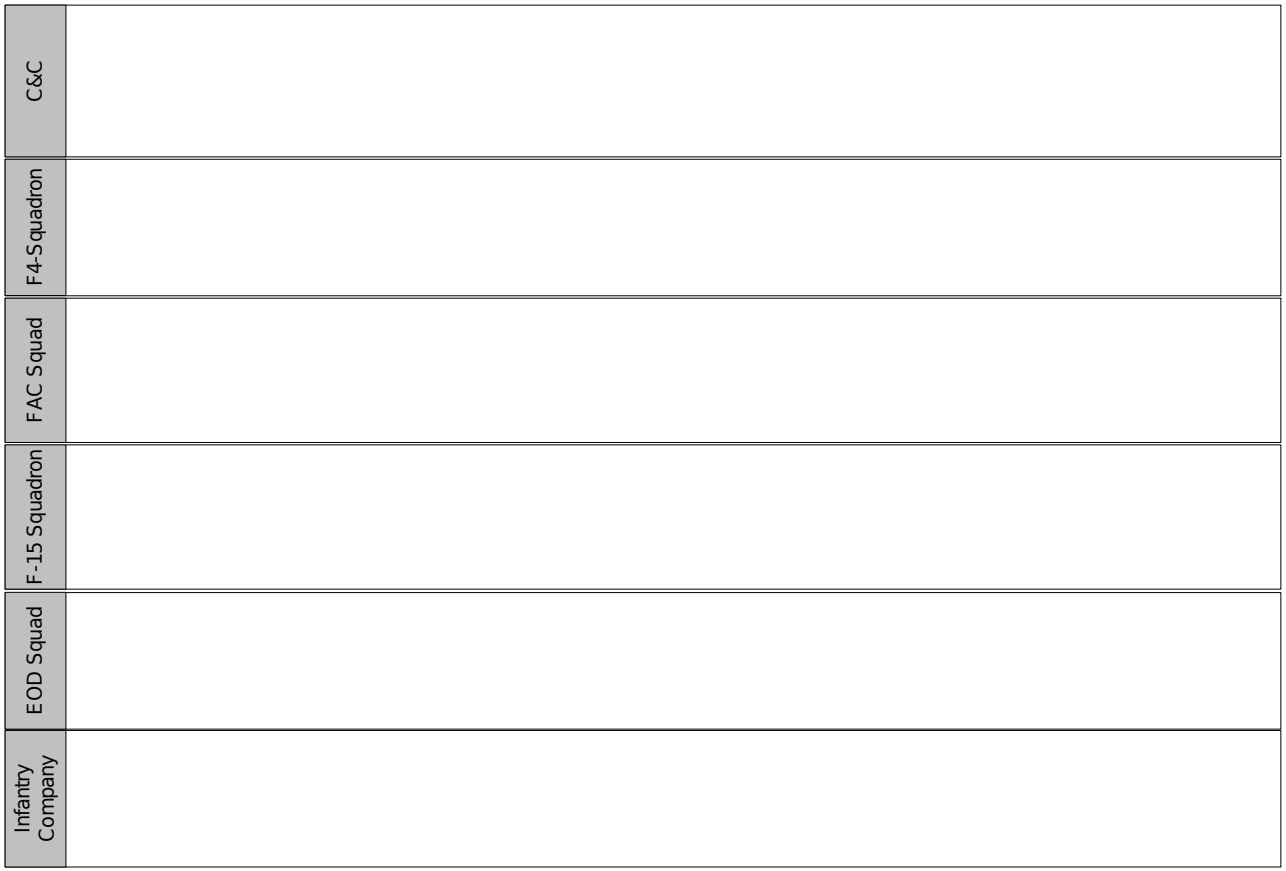
Approach to Swimlane Diagramming

1. Identifies all related or involved parties



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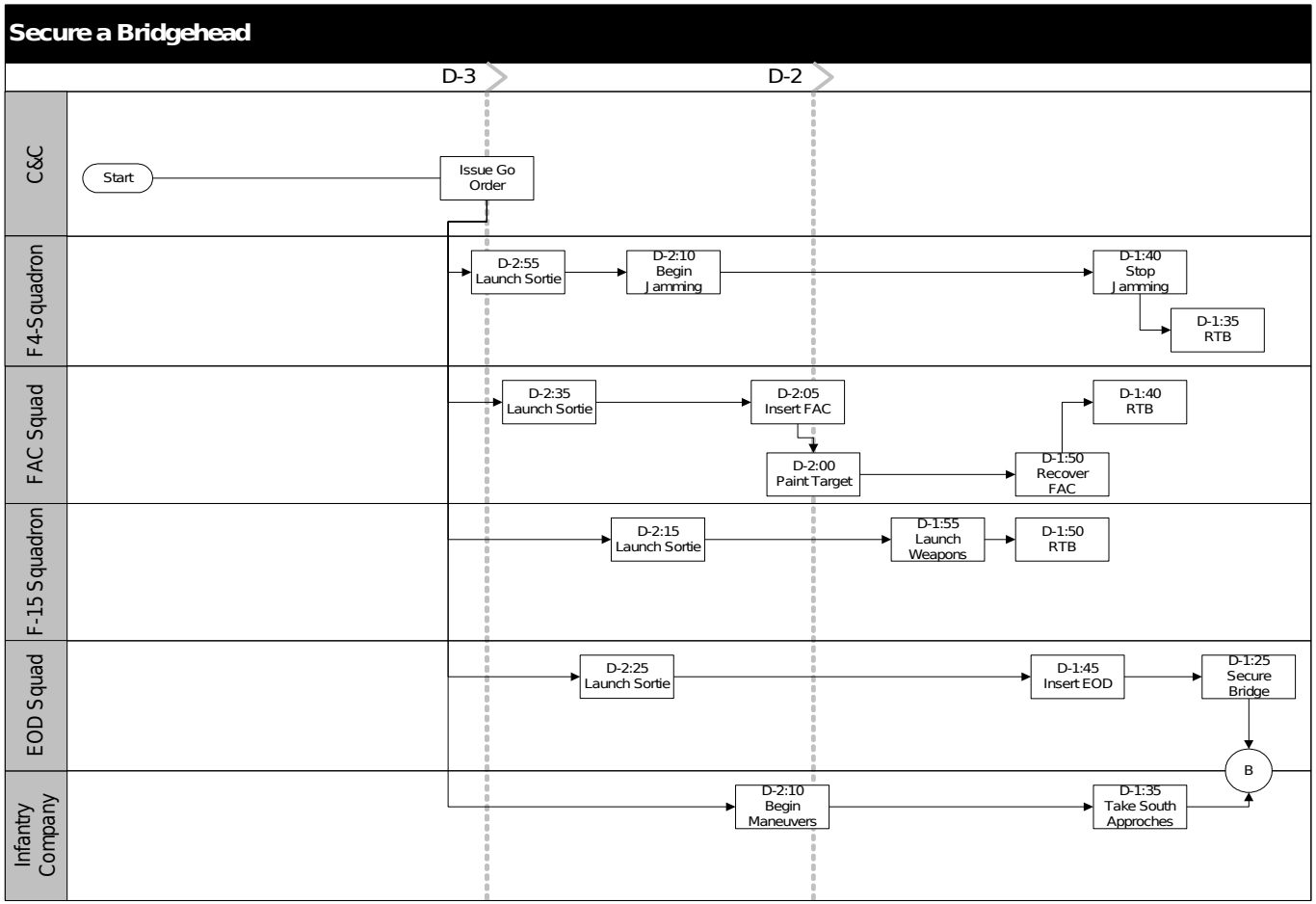
Approach to Swimlane Diagramming

2. Identifies all steps—including Quality Cont



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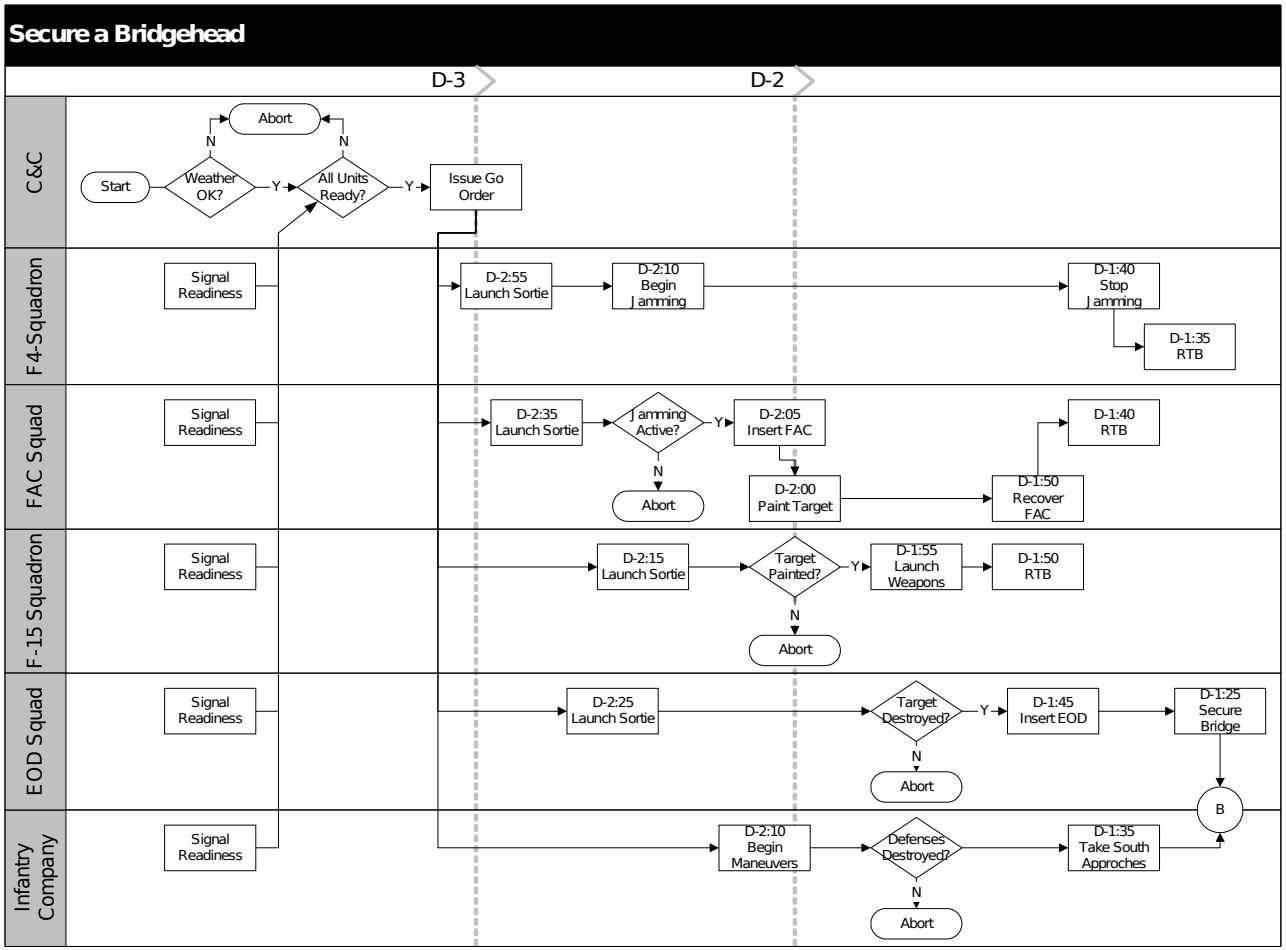
Approach to Swimlane Diagramming

3. Identifies all dependencies



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Questions:

Would a corporation ever consider a manufacturing process that was not well orchestrated?

Would you ever undertake a military mission without a detailed and comprehensive plan?

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Observations:

- Intense planning is fundamental to the operational side of the military, as well as the manufacturing side of business.
- Process engineering like this is generally not part of a business curriculum.
- By applying the principles of industrial engineering to the business side of the house, substantial process efficiency is achieved.

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Sharing of Best Practices

- The military has consistently analyzed industry best practices and vice versa to enhance operational performance.

- Swimlane diagramming exercises can help set clear expectations and can also be used to greatly improve communication across organizational silos, which traditionally have been points of failure.

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Coordinated Effort

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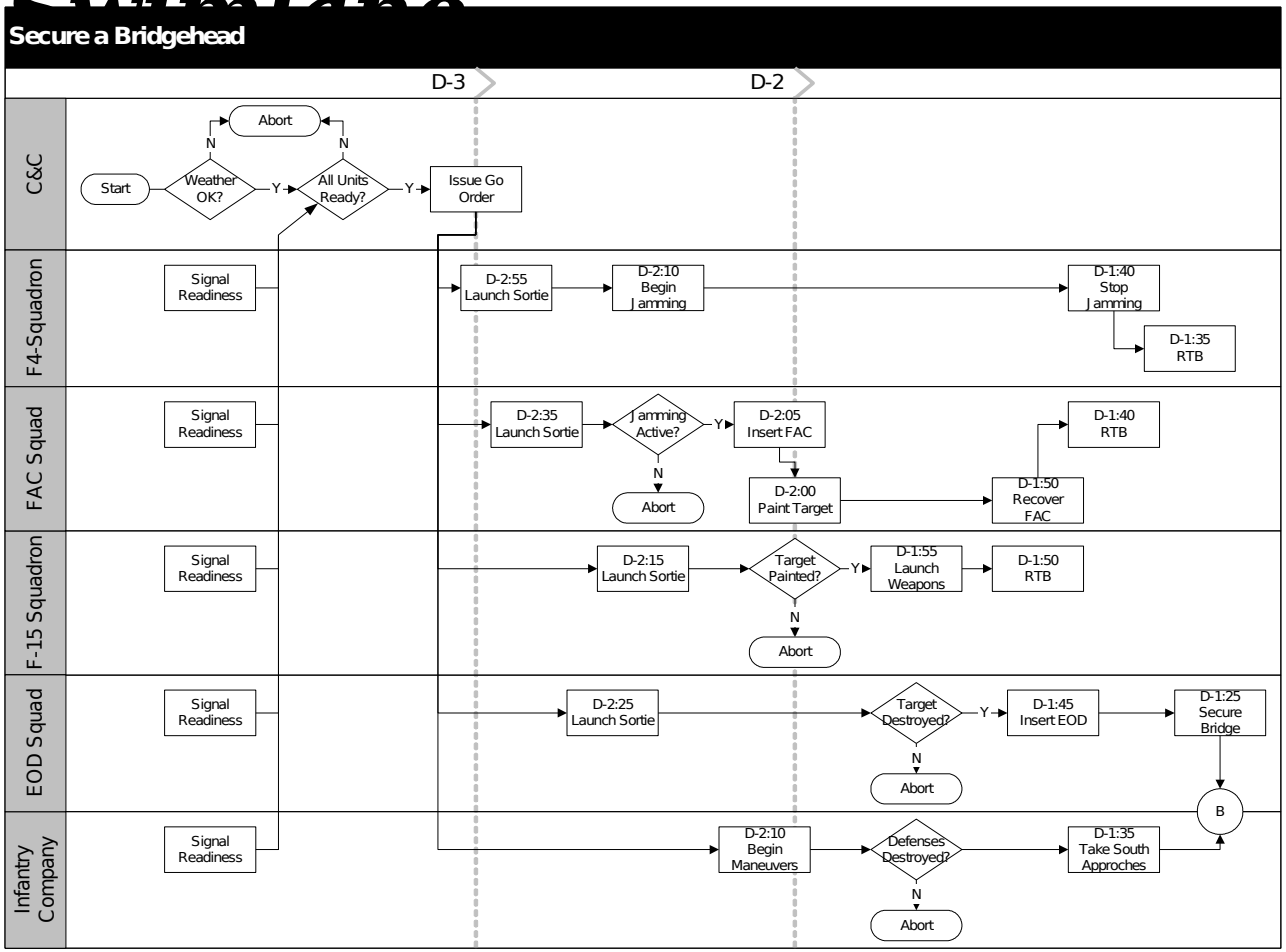
Coordinated Effort Swimlane



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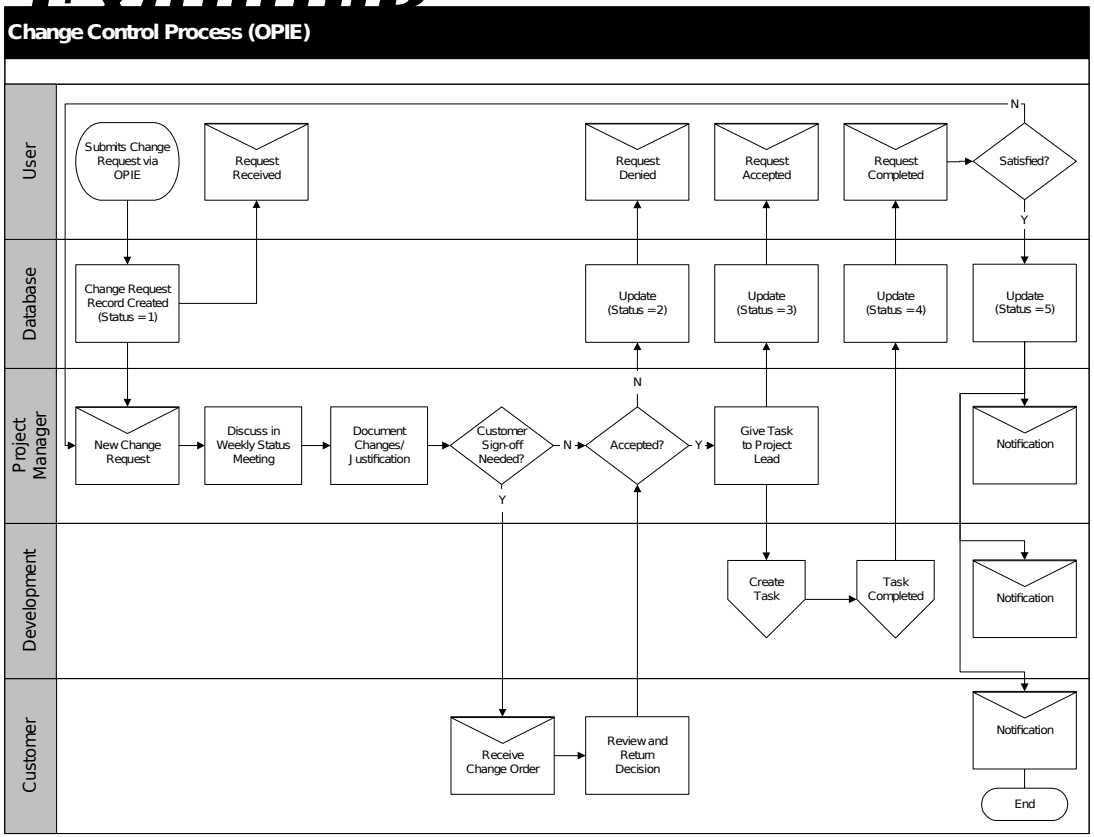
Swimlane Diagram Example



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Questions and Conclusions

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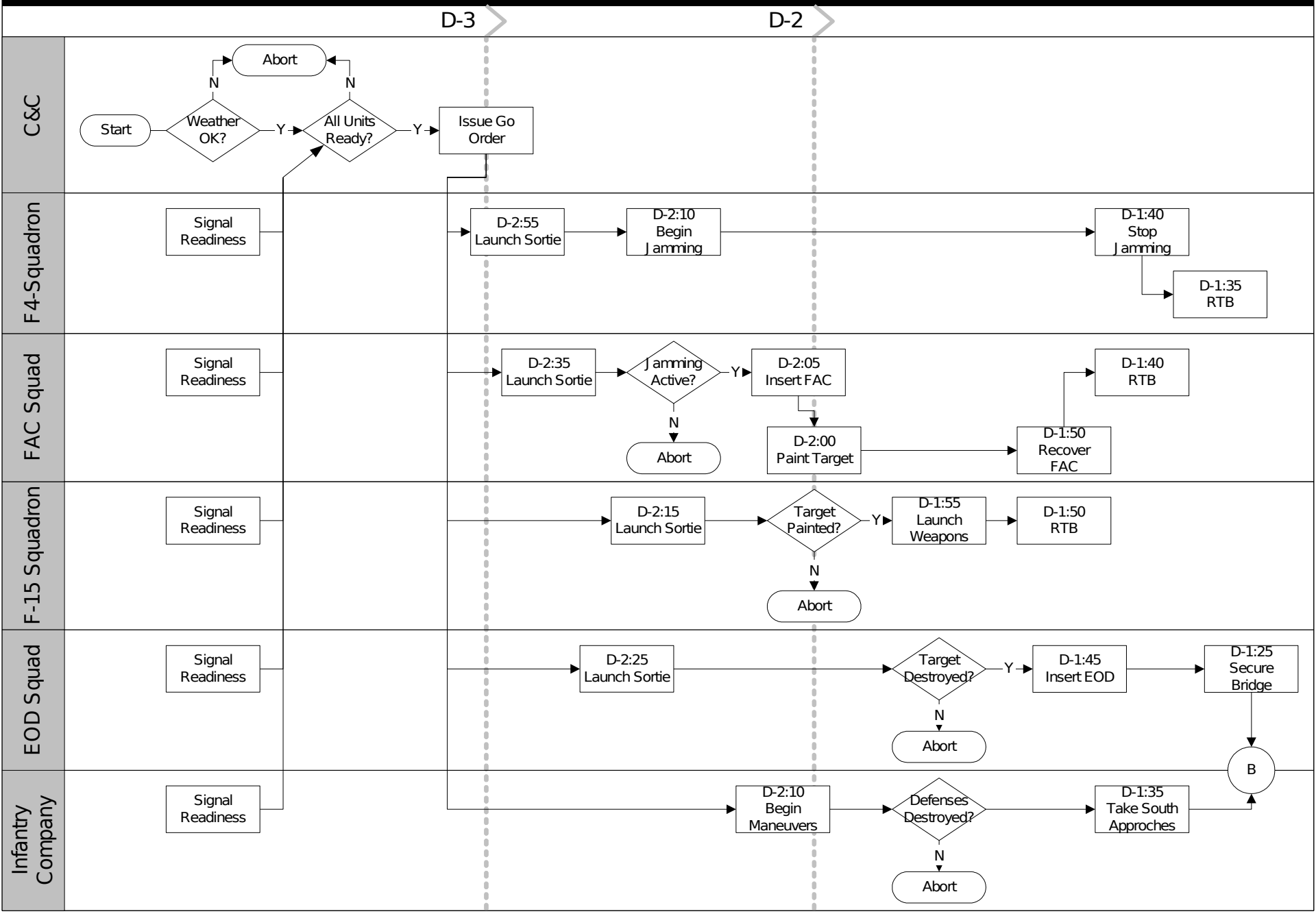
Secure a Bridgehead



Change Control Process (OPIE)